



THE UNDER SECRETARY OF DEFENSE  
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WASHINGTON, D.C. 20301-3010



DEC 23 1997

## MEMORANDUM FOR DISTRIBUTION

SUBJECT: Decisions Regarding the Report of the Acquisition Education and Training Process Action Team (PAT)

Thank you for your comments on the Acquisition Education and Training Process Action Team's report. There was consensus with the vision, mission and end-state provided in the report. However, almost all of you indicated a clear preference for the alternative transition approach suggested in Appendix F of the report. Therefore, I have directed the President, Defense Acquisition University (DAU) to establish a team to plan for the transition of the current consortium to a unified organization with the vision, mission and end-state parameters described in the report. See attachment 1 for those details.

The PAT report recommended a revision of the functional board charters. You expressed a range of views on this recommendation. I have asked the Director, Acquisition Education, Training and Career Development, to work with each functional board to revise its charter using the draft charter in the report as a basis. The intent will be to build a team approach with the functional boards primarily responsible for training requirements and the Defense Acquisition University primarily responsible for curriculum development.

The final status of the seven recommendations is provided at attachment 2. The DAU transition plan will address the accomplishment of each of these recommendations, and DAU will implement them upon my final approval.

J. S. Gansler

Attachments

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Director, Acquisition Education, Training and Career Development

## **A. USD(A&T) INSTRUCTIONS FOR TRANSITION**

The President, DAU, will:

- have direct authority and responsibility for development and delivery of defense acquisition education and training;
- report his progress at each Defense Acquisition Career Development Council and Board of Visitors meeting;
- reengineer internal processes to be the single focal point for all DAU-funded courses;
- assume direct management control of courses and present a single face for courses to the functional boards and acquisition community; and
- review funded support functions in the schools to eliminate any redundancy and reduce cost.

The transition team will work with the Components and functional boards to:

- define the working relationship among the DAU and the DACMs and functional boards;
- recommend appropriate number of schools and staffing levels and relationship with DAU;
- recommend the proper organization and staffing of the office of the President, DAU;
- determine the size and qualifications of the core faculty which will be a mix of practitioner experience and academic credentials; and
- determine use the LMI Core Study as a starting point.

## I. PAT Recommendation #1

"The DoD should create a unified Defense Acquisition Institute to replace the current Defense Acquisition University consortium and assign its leadership comprehensive responsibility for, and management authority over, the development and delivery of defense acquisition education and training."

Decision: The recommendation is accepted with the exception that a new Defense Acquisition Institute with CEO will not be created. The present DAU consortium will be transformed into the unified structure described by the vision, mission, and end-state in the PAT report. The President, DAU, will appoint a transition team to plan the required actions.

## II. PAT Recommendation #2

"It is recommended that the DoD education process be streamlined to provide for expanded requirements identification and prioritization, to clearly delineate the roles and functions of the requiring agents and the providers, and to develop, deliver and validate curriculum in a timely, cost efficient, and effective manner."

Decision: This recommendation is accepted. However, the transition team will work with the Components and functional boards to establish the working relationship among the DAU, DACMs and functional boards. The transition plan will include the creation of an overarching group within the Defense Acquisition Career Development Council (DACDC) to review and prioritize requirements identified during the requirements generation phase.

## III. Recommendation #3

"The Institute should aggressively employ technology-based learning as well as classroom teaching. Building on the DAU technology-based plan, the Institute will create a 'Virtual Learning Network' to reach a broader student body in a more timely and cost-effective way."

Decision: This recommendation is accepted with *DAU* replacing "Institute."

## IV. Recommendation #4

"The Institute must aggressively pursue outsourcing education and training functions on a best-value basis."

Decision: This recommendation is accepted with *DAU* replacing "Institute."

## V. Recommendation #5

"USD(A&T) should revise the functional board charters to distinguish the responsibility for training requirements (functional board) from the responsibility for curriculum development (Defense Acquisition Institute)."

Decision: This recommendation is accepted with modifications. Revised charters shall reflect a team concept. Functional boards have primary responsibility with respect to establishing functional competency requirements, DAU (vice "*Defense Acquisition Institute*") with curriculum development, and the Directors of Acquisition Career Management with managing the students. The Director, Acquisition Education, Training and Career Development will coordinate new charters individually with each functional board using the recommended draft charter in the PAT report as a starting point.

## VI. Recommendation #6

"Board Chairs should be in senior positions and not hold DAI or other affiliated academic institution positions."

Decision: This recommendation is accepted with *DAU* replacing "*DAI*."

## VII. Recommendation #7

"Component Acquisition Executives (CAE) should identify the occupations and employees outside of the DAWIA workforce who require acquisition education and training, and their education and training needs using the Defense Acquisition Institute course offerings, as appropriate."

Decision: This recommendation is accepted with *DAU* replacing "*Defense Acquisition Institute*."